

# INDIANAPOLIS METROPOLITAN HIGH SCHOOL

## 2011-2012 Performance Analysis

### *Core Question 2: Is the organization effective and well-run?*

2.1. Is the school in sound fiscal health?	
STANDARD	The school presents significant concerns in no more than <u>one</u> of the following areas: a) its state financial audits (e.g., presence of “significant findings”); b) its financial staffing and systems; c) its success in achieving a balanced budget over the past three years; d) the adequacy of its projections of revenues and expenses for the next three years; e) its fulfillment of financial reporting requirements under Sections 10 and 17 of the charter agreement. In addition, if the school presents significant concerns in one area, it has a credible plan for addressing the concern that has been approved by the Mayor’s Office.

2011-12 Performance: **Meets Standard**

#### **A) The School’s Financial Audits (e.g. presence of “significant findings”)**

The auditors for Indianapolis Metropolitan High School, Greenwalt CPAs, stated, “In our opinion...the financial statements included in the report present fairly the financial condition of Indianapolis Metropolitan High School”.

While the school’s audit showed no material weaknesses, it did identify a significant deficiency. The auditors stated, “Two of the Met’s reimbursement based grants had revenues in excess of expenses at June 30, 2012”. This was caused by expenses the school reclassified after the request for reimbursement. The school is confident that such reclassifications should not be necessary in future years. This is because the school has hired a controller who will provide more oversight and help to ensure compliance.

#### **B) The School’s Financial Staffing and Systems**

The school has established adequate staffing and systems for managing the school’s finances. Their staff includes a controller, Lori Thompson, to provide additional oversight. Indianapolis Metropolitan High School also contracts with Bookkeeping Plus for the preparation of their financial statements.

#### **C) The School’s Success in Achieving a Balanced Budget Over the Past Three Years**

Indianapolis Metropolitan High School has been able to maintain a balanced budget over the past three years. This is demonstrated in the audit by revenue over expenses for 2011-12 of \$306,886. This number considers both depreciation and interest expense.

**D) The Adequacy of the School's Projections of Revenues for the Next Three Years**

The school submitted detailed budget projections for the next two years. Despite the high level of detail, there is a slight concern with the revenue over expense projections. The organization estimates revenue over expense for FY '13 to be \$14,361. Revenue over expense is expected to drop to \$5,204 for FY '14. The school has explained that this downward trend is due in part to the expiration of a school improvement grant that Indy Met received of approximately \$750,000. This has impacted the FY '14 budget. Additionally, the school has taken a conservative approach to budgeting. Their current projections for FY '14 do not include any additional revenues the school may collect through grants or private donations. Though the Mayor's Office has worked closely with the school to understand all of the factors that have led to these projections, we will continue to monitor the situation with the school given the downward trajectory.

**E) The School's Fulfillment of Financial Reporting Requirements under Sections 10 and 17 of the Charter Agreement**

The school has fulfilled financial reporting requirements under Sections 10 and 17 of the charter agreement.

<b>2.2. Are the school's student enrollment, attendance, and retention rates strong?</b>	
<b>STANDARD</b>	<b>The school is consistently fully enrolled. Student attendance and retention rates are generally at or above the school's agreed-upon target rates.</b>

**2011-12 Performance: Approaching Standard**

Indianapolis Metropolitan High School nearly met its targets set for 2011-12. The following chart displays the school's target enrollment compared with its official fall enrollment, as reported by the IDOE.

<b>Year</b>	<b>Target Enrollment</b>	<b>Fall Enrollment</b>	<b>Percent Below</b>
2011-12	430	428	0.5%

***Source:** Official fall enrollment figures from the IDOE. Target enrollment is the maximum capacity from the school's charter agreement with the Mayor's Office, submitted by the school.*

The 2011-12 attendance rate was below the averages of both the county and the state.

	<b>MET</b>	<b>MC</b>	<b>IN</b>
<b>2011-12 Attendance rate</b>	86.56%	96.06%	96.1%

No targets have been established for student retention rates for Indianapolis Metropolitan High School.

Based on the 2011-12 performance and the school falling below the county and the state's target for student attendance and near full enrollment, the Indianapolis Metropolitan High School is approaching the Mayor's Office standard for this indicator.

<b>2.3. Is the school's Board active and competent in its oversight?</b>	
<b>STANDARD</b>	The Board's membership collectively contributes a broad skill set and fair representation of the community; Board members are knowledgeable about the school; roles and responsibilities of the Board are clearly delineated; Board meetings reflect thoughtful discussion and progress in the consideration of issues; overall, the Board provides consistent and competent stewardship of the school.

**2011-12 Performance: Exceeds Standard**

The board of directors at the Indianapolis Metropolitan High School is active, experienced, and provides competent oversight of the school as well as the Excel Center. The board structure is clearly defined, and the board enhanced the mission of the school by linking the school to Goodwill Industries of Central Indiana. In December 2011, the board had one of its long-standing members resign unrelated to term limits but membership has remained stable over time.

The Mayor's Office regularly attends board meetings and examines minutes of meetings held by the board. At meetings, the board consistently makes quorum and actively engages in the oversight of many aspects of school operations, including financial management, academic achievement, curriculum, professional development, programming, and extra-curricular activities. The board is actively engaged in the governance of the school. Members not only offer a wide range of expertise, but also reflect the diversity of the community. Therefore, for 2011-12, the school's board was extremely active and competent in oversight, and exceeds the Mayor's Office standard for this indicator.

<b>2.4. Is there a high level of parent satisfaction with the school?</b>	
<b>STANDARD</b>	More than 80% but less than 90% of parents surveyed indicate that they are satisfied overall with the school.

**2011-12 Performance: Approaching Standard**

In the spring of each year, researchers administer anonymous surveys to parents of students enrolled at Mayor-sponsored charter schools. In 2011-12, 78% of Indianapolis Metropolitan High School parents reported overall satisfaction with the school. According to the data, the school is approaching the Mayor's Office standard for this indicator for the 2011-12 academic year.

<b>2.5. Is the school administration strong in its academic and organizational leadership?</b>	
<b>STANDARD</b>	<b>The school's leadership a) has sufficient academic and/or business expertise; b) has been sufficiently stable over time; c) has clearly defined roles and responsibilities among leaders and between leaders and the Board; d) actively engages in a process of continuous improvement which has led to some mid-course corrections.</b>

**2011-12 Performance: Exceeds Standard**

The administration at Indianapolis Metropolitan High School is strong in its academic and business expertise. Prior to the school's fifth year of operation, the administration made significant changes to the leadership structure, implementing small 'schools' at each grade level. In July 2011, a new school Principal was hired who has several years of prior public school administration experience.

The school-wide goals and policies have been adopted and are now shared with students and parents regularly. Veteran teachers now mentor and train new staff members, sharing skills and practices. The school has regular meetings at each grade-level 'school', among content area teachers, leadership, and the full staff. The school also restructured into smaller grade-level 'schools', leading to greater clarity and increased communication.

Leadership at the school has remained sufficiently stable over time, and the school has demonstrated a clear commitment to continuous improvement with the refining of its structure and strengthening of academic and organizational leadership. Therefore, for 2011-12, leadership at the school was well-organized, effective, and exceeds the Mayor's Office standard for this indicator.

<b>2.6. Is the school meeting its school-specific organizational and management performance goals?</b>	
<b>Meets standard</b>	<b>School has clearly met its school-specific organizational goal.</b>

**Not applicable.** Indianapolis Metropolitan High School did not have school-specific organizational and management performance goals that were evaluated for 2011-12.